

## **Revisions to Final Department of Transportation FY 2001 Performance Plan**

*Note: Changes are presented in a manner that allows the reader to compare the original to the revised version. Where specific baselines or targets have changed, strikeouts and revisions are found in the **Revised Goal**. Where the goal language has been more significantly changed, **Existing Goal** and **New Goal** language are provided for comparison.*

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### **SAFETY GOALS**

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**Existing Goal:** Reduce the fatal commercial aviation accident rate per 100,000 flight hours to 0.031 by CY 2001.

**New Goal:** Reduce the fatal commercial aviation accident rate per 100,000 departures to 0.043 by FY 2001.

**Explanation:** GAO has recommended that the rate be calculated based on departures rather than flight hours, and we agree. The baseline will continue to be the average rate from 1994-1996. Changing the reporting timeframe to a fiscal-year basis will facilitate timely performance reporting and afford a better alignment with the budget.



**Revised Goal:** ~~Maintain~~ Limit the number of fatal general aviation accidents at to 379 for ~~CY~~ FY 2001.

**Explanation:** Changing the reporting timeframe to a fiscal-year basis will facilitate timely performance reporting and afford a better alignment with the budget.



**Revised Goal:** Reduce the number of runway incursions to ~~241~~ 243 in FY ~~CY~~ 2001.

**Explanation:** Changing the reporting timeframe to a fiscal-year basis will facilitate timely performance reporting and afford a better alignment with the budget.



**Existing Goal: Reduce the number of high-risk passenger vessel casualties per 1,000 vessels to 52 in FY 2001.**

**New Goal: Reduce the number of fatalities on passenger vessels to 22 in FY 2001.**

**Explanation:** The new DOT strategic plan replaces the passenger vessel **casualties** measure (a measure of passenger vessel accidents) with a new measure of passenger **fatalities**. The new measure focuses on a specific outcome (passenger fatalities) that is more readily understandable and meaningful to both program managers and the public.

The original measure of “high risk passenger vessel casualties” was found to be somewhat obscure because there was a lack of clarity as to what the measure actually represented. The original measure focused on events (fire, explosion, flooding, allision, collision, capsizing, grounding, or sinking) that increase the risk of a major loss of life on passenger vessels, such as ferries and cruise vessels. However, because the public often associates death with the term “casualty,” it was often assumed that large numbers of people were dying on passenger vessels, when in fact, this is not true. Therefore, in order to be more straightforward in measuring and communicating performance in reducing maritime fatalities, we now track passenger fatalities. As always, the Coast Guard will continue to emphasize prevention, and track an array of intermediate outcomes and precursor events, such as fires, groundings, collisions, etc., to assess risk. We will continue to discuss information from these measures and their relationship to the number of passenger fatalities in the analysis of this performance goal. This approach will enable readers to understand both the variety of risks in the system (accidents, management practices, vessel condition, waterways management issues, human error, etc.) as well as the actual number of fatalities.

Over the next four years, the Coast Guard seeks to reduce passenger fatalities by a total of 20% from the 5-year average for 1995-1999. This would result in a reduction to no more than 19 passenger fatalities by FY 2004. The new measure captures the death or disappearance of a passenger aboard any U.S. vessel anywhere (except for recreational vessels since they do not carry passengers for hire), or aboard a foreign flag vessel in U.S. waters. The measure excludes the death or disappearance of all ‘non-passengers,’ as well as all instances where the cause of death/disappearance was from off-board activities such as diving, from natural causes (e.g., heart attack), or as the result of an intentional act (e.g., suicide, altercation).



**Existing Goal:** Reduce the number of train accidents per million train-miles to 3.29 in CY 2001.

**New Goal:** None

**Explanation:** Because the DOT Performance Plan focuses on reducing the number of fatalities, this measure will no longer be tracked at the Departmental level. FRA will continue to collect and analyze train accident data as well as fatality data and will retain this goal in its modal Performance Plan.



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**MOBILITY GOALS:**

**Existing Goal:** Reduce the hours of delay per 1,000 vehicle miles traveled on Federal-aid highways to 7.9 in CY 2001.

**New Goals:** Reduce the growth rate of congested travel from 0.5% to no more than 0.3% in CY 2001.  
Reduce the growth rate of peak period travel time from 1% to no more than 0.6% in CY 2001.  
Reduce the annual growth of average traveler delay from one additional hour to no more than an additional 30 minutes in CY 2001.

**Explanation:** In the FY 2000 Performance Plan, we used hours of delay per 1,000 vehicle miles traveled (VMT) to measure this goal. This metric attempted to provide a system-wide measure of congestion. However, it represented only one dimension of congestion – delay – and did not effectively reflect the actual performance of the highway system in places where congestion regularly happens. Moreover, the measure was difficult to interpret by the general public. Based on discussions with our partners and customers, we replaced this indicator with three new interrelated measures: Congested Travel, Travel Time, and Traveler Delay. Together, these new indicators will reflect changing travel conditions more comprehensively by focusing on three different measures of inefficient road performance in a broad collection of urban areas across the nation where congestion regularly occurs. The Department's long-term goal is to improve the traffic flow on the nation's highways.

The Congested Travel measure focuses on traffic congestion, i.e., when traffic moves below the posted speed limit. In 1999, 32.6% of daily travel occurred under congested conditions. In 2001, without intervention, 33.6% of daily travel would be expected to occur under congested conditions, assuming a growth rate of 0.5% per year. The Department's goal is to reduce the growth rate of congested travel to no more than 0.3% in 2001, resulting in a total percentage of daily travel under congested conditions of 33.4% or less.

The Travel Time measure focuses on the additional travel time necessary for an individual to make a trip during peak periods because of congestion. In 1999, the average peak period trip took 25% longer than the same trip in uncongested conditions. In 2001, without intervention, the average peak period trip would be expected to take 27% longer, assuming a growth rate of 1% per year. The Department's goal is to reduce the growth rate of peak period travel time to no more than 0.6% in 2001, resulting in the average peak period trip being no more than 26.6% longer than the same trip in uncongested conditions.

The Traveler Delay measure identifies the average number of hours drivers are hampered by traffic congestion per year. In 1999, the average urban traveler experienced 32 hours of delay. In 2001, without intervention, this would be expected to increase to 34 hours, assuming one additional hour per year. The Department's goal is to reduce the growth of delay by at least 30 minutes, resulting in the average hours of delay experienced by urban travelers being no more than 33.5 hours in 2001.



**Existing Goal: Maintain at 80% the percentage of flights that aircraft are able to fly off ATC-preferred routes in FY 2001.**

**New Goal: Increase airport capacity and en route direct routings due to effects of the Free Flight program by:**

- **increasing capacity 3% during peak periods at the Minneapolis-St. Paul and Los Angeles airports in FY 2001**
- **increasing direct routings 15% above pre-User Request Evaluation Tool (URET) 2-way Host installation levels at the Memphis and Indianapolis En-route Centers in FY 2001.**

**Explanation:** This performance goal is being moved from the former Economic Growth and Trade strategic goal in conformance with the Department's revised Strategic Plan, since the long term effect is to reduce flight times between city pairs. The percentage of flights flown off preferred air traffic control system routes has gradually risen from about 75% in FY 1996 to just less than 80% in FY 2000. The gradual increase was accomplished by removing most of these unnecessary routes, providing more direct flight routing. It is unlikely the ratio will continue to increase since most of the benefits of this approach have been realized. Moreover, this goal does not address peak and non-peak periods at airports where a significant amount of the air traffic system's capacity limits now exist.

"Free flight" capabilities are designed to increase system capacity and improve efficient traffic flow through en route airspace, enabling travelers and the aviation industry faster and more direct flight routing. Thus, tracking the

implementation of Free Flight tools represents a better measure of increasing system performance than the current static measure. Free Flight's related goals for FY 2001 focus on the benefit of specific new capabilities at these sites. These new capabilities will be added at several more locations in FY 2002 with capacity and efficiency improvements expected. As these goals are achieved, the aviation industry and the Federal Aviation Administration can effectively plan for and implement these and other new capabilities at other locations.

The Free Flight Phase 1 charter, developed in cooperation with industry, is to deploy known technologies at selected sites where their benefit in reducing delays and increasing the air traffic control system's usable capacity can be realized as quickly as possible. Expected user benefits include increased capacity provided by the Center TRACON Automation System (CTAS) at airports during peak ("rush") periods where demand exceeds capacity. They also include increased direct routings provided by URET in en route airspace, reducing aircraft operating costs and flight time. CTAS, a decision support tool for air traffic controllers, is being installed at Minneapolis-St. Paul and Los Angeles and will enable a more efficient arrival flow into terminal airspace and onto runways. URET, a conflict probe, is being installed at the Memphis and Indianapolis En-route Centers and will enable controllers to more quickly approve user requests in en route airspace by identifying potential aircraft-to-aircraft conflicts up to 20 minutes ahead.



**Existing Goal: Reduce the total number of navigational accidents – maritime collisions, allisions, and groundings – to 1,199 in FY 2001.**

**New Goal: Reduce the total number of commercial vessel collisions, allisions, and groundings to 2,204 in FY 2001.**

**Explanation:** The term "navigational accidents" is being removed from the wording of the measure because this term inadvertently gives the impression that the measure represents accidents caused by navigational errors or problems. However, this is not entirely true -- many of the incidents included in this measure occur for reasons not associated with navigation. Additionally, there are some types of accidents that are not included in this measure but were caused by navigational problems, e.g., a capsizing caused by navigational error.

The scope of this measure is also being revised to include all commercial vessels. The previous measure only included freight and tank ships over 500 gross tons. The Coast Guard's Waterways Management program is aimed at improving mobility for the entire port community – not just larger ships. Thus, as the new measure captures a greater number of incidents that have potential to disrupt waterborne commerce, it is a better measure of efficient waterway mobility. The FY 2001 performance target is 2,204, representing a continuation

of the downtrend shown in the past five years of incident data. When FY 2000 data are available, the Coast Guard will re-evaluate out-year targets



**Revised Goal: Increase the miles completed of the Appalachian Development Highway System to ~~2,483~~ 2,530 in FY 2001.**

Explanation: This goal has been moved from the former Economic Growth and Trade strategic goal to align with the new strategic plan. The Appalachian Regional Commission has a "rule of thumb" goal of completing 37 miles of highway per year. This means that multi-year targets are always rolling ahead, based on last year's actual completed mileage. For example, the target for 1998 was 2,290; therefore the 1999 target was 2,327. Actual mileage completed in 1998 was 2,409. Actual 1999 mileage completed was 2,456, which makes the FY 2001 target 2,530 miles. Given the fact that Congress provided an additional \$225 million, yielding an available total of \$698 million for Appalachian highway construction, yearly mileage completion is expected to begin increasing after FY 2002.



**Revised Goal: Increase the number of employment sites that are made accessible by Job Access and Reverse Commute transportation services to ~~8050~~ 15,724 in FY 2001.**

Explanation: This goal has been moved from the former Economic Growth and Trade strategic goal to align with the new strategic plan. Building on expected levels of performance in FY 2000 and fueled in FY 2001 by \$25 million in additional TEA-21 guaranteed funds (for a total program level of \$100 million), the estimated total number of employment sites made accessible through this program in FY 2001 will be almost double our original estimate of 8,050 sites. Our original expectations of performance were exceeded due to the popularity of this program and due to the beneficial effects to users of transit systems to get to and from work.



**Existing Goals:** Great Lakes Winter Navigation has been moved from the former Economic Growth and Trade strategic goal to the Mobility strategic goal to align with the new strategic plan. The measures and targets remain the same.



**ECONOMIC GROWTH:**

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This was formerly Economic Growth and Trade. It has been changed to conform to the new strategic plan.



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**HUMAN AND NATURAL ENVIRONMENT GOALS:**

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**Revised Goal: Reduce the number of gallons spilled per million gallons shipped by maritime sources to ~~4.62~~ 4.0 in FY 2001.**

Explanation: The Coast Guard brought a new and improved information system for its marine safety programs online in FY 2000 and, as a result, has revised the process used to obtain data for this indicator. This revised indicator provides a more accurate and repeatable depiction of oil spills over time. The original FY 2001 target for oil spills was 4.62 gallons per million gallons shipped – which converts to 4.0 using the new methodology. This represents the same proportional reduction in oil spills that our programs were aiming for in the original target: a 20% reduction over the next five years from the average of the past five years.



**Existing Goal: Ship disposal was not addressed as a specific goal in the FY 2001 Performance Plan. However, the issue was addressed as a part of the management challenge discussion in the DOT Facility Cleanup goal.**

**Additional Measure and Goal for DOT Facility Cleanup: Scrap 3 obsolete vessels from the National Defense Reserve Fleet in FY 2001.**

Explanation: The FY 2001 DOD Authorization Act provides MARAD with new legislative authority to pay for disposal of obsolete vessels at the National Defense Reserve Fleet (NDRF) sites and extends the deadline for disposing of these vessels to September 30, 2006. P.L. 106-259 (section 8136) appropriated \$10 million in FY 2001 funds to DOD to facilitate ship disposal for the Navy and for MARAD. An agreement has been reached under which DOD will provide the full \$10 million to MARAD for ship disposal at the NDRF sites.



**Revised Goal: Increase passenger-miles traveled by transit to ~~43.97~~ 44.8 billion in CY 2001.**

Explanation: This performance goal has been moved from the Mobility strategic goal to align with the new strategic plan. Further growth in ridership is expected as the substantial increases in Federal funding under TEA-21 are translated into new investment. Rail transit ridership growth has been particularly strong reflecting

recent expansions in the Nation's urban rail networks, through both new systems and expansions of established systems. New procurement and refurbishment of transit vehicles has improved the level of service provided on the expanding routes as vehicle miles have increased at a greater rate than route miles. Transit passenger mile growth has been stronger still, on par with and even exceeding urban auto passenger travel in urban areas in recent years. This means that, even with the recent expansions in transit route mileage and transit vehicle mileage, transit vehicles are carrying more passengers, thus making better use of the capacity that they have.



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**NATIONAL SECURITY GOAL:**

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**Existing Goal:** Energy Efficiency has been moved from the Human and Natural Environment strategic goal to the National Security strategic goal to align with the new strategic plan. The measure and target remain the same.



## Corporate Management Strategies

*Note: The major changes in this section of the 2001 Performance Plan are the addition of outcome goals and measures and the rearrangement of the strategies and initiatives to conform to the Department's revised Strategic Plan. In addition, there are some changes in the milestones planned for 2001 stemming from additional information and from studies conducted by such entities as the DOT Inspector General and the General Accounting Office. New material is underlined, and milestones that have been deleted are included with strikeouts.*

### **CORPORATE MANAGEMENT STRATEGIES: ORGANIZATIONAL EXCELLENCE GOAL**

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#### **Outcome Goal: Improve customer satisfaction**

#### **Customer Satisfaction Performance Measures:**

1. Percent of customers satisfied with transportation system performance in FY 2001.
2. Percent of customers satisfied with customer service provided by the Department in FY 2001.

**Strategies and Initiatives to Achieve 2001 Goals:** During FY 2001, we will focus on two aspects of customer service management --~~involving the customer at every level of decision-making and~~ developing strong customer feedback loops and follow up actions to improve customer satisfaction and improving our communications with customers. Clear and quick communications between DOT employees, with and from our partners, and to and from the American public are required and expected if our customers are to be fully engaged.

~~The Office of the Assistant Secretary for Administration will lead our customer focus initiative. Each operating administration will develop its own respective customer strategy to best serve its customers. The Customer Satisfaction Improvement Council in conjunction with the Operating Administrations and Secretarial Offices will lead this Departmental initiative. The initiative will build on the individual modal customer satisfaction efforts.~~ Key 2001 milestones:

- ~~Complete a third comprehensive Customer Service Report, comparing findings with FY 2000 data. Publicize progress made and areas for improvement to external customers and to DOT management and employees for appropriate action.~~
- ~~Develop feedback mechanisms that target customer service and program improvements. These may include targeted customer surveys, consumer hotlines, bounce-back cards, electronic chat rooms, electronic regulatory public hearings, Conversations with America, focus groups, regional conferences, roundtables, stakeholder summits, and town meetings.~~
- Create a ONE DOT customer satisfaction system that provides consistent and compatible data collection and measurement tracking systems to determine satisfaction of principal

customer segments. BTS will administer monthly Omnibus surveys to determine public attitudes and satisfaction with the system and DOT services.

- Develop and implement the 1st Annual Customer Satisfaction Action Plan that focuses on developing tools, training, and mechanisms to improve customer service delivery and customer communications, coordinating the administration of customer surveys and feedback mechanisms to key customer segments, analyzing survey results and integrating them into policies, programs and services, and developing action plans to improve areas identified by customers as needing improvement.
- Provide public outreach to assist communities across the country in addressing transportation issues. For example, the Safe/Livable Community delivery system promotes public information, education, and awareness on how to build safe, livable, and sustainable communities.
- Issue the second Annual DOT Report to Customers.

An integrated management team headed by the Chief Information ~~Office~~ Officer (CIO) is developing a plan of action to improve DOT's communications with customers to ensure that customers have easy access to accurate and timely information. ~~The plan will divide communications into two major components: (1) information content (its value, understandability, timeliness and form) and (2) delivery (ease of use, reliability, access). The first component, information content, is addressed in this management strategy. The second, delivery (information infrastructure and other tools) is addressed in the Information Technology management strategy.~~ Key 2001 milestones:

- Tailor information to customer/user needs. DOT will use focus groups, surveys, electronic monitoring tools, electronic chat rooms, etc. to determine how information can be presented better, what formats work best (e.g., brochures, newsletters, electronic bulletin board), what information is most sought after, and how to avoid proliferation of information that is duplicative, rarely used, or costly to produce.
- Issue user-friendly documents, review and rewrite existing documents in plain language as needed, and train and educate employees in writing more clearly to better communicate with the public, to increase trust in the government and to reduce the burden on the public.
- Redesign and maintain DOT Internet/Intranet websites to convey the ONE DOT message and to present and link information in ways that are customer-driven. The Office of Public Affairs, CIO, and the intermodal Internet committee will work together to accomplish this milestone.



**Outcome Goal: Improve employee satisfaction and effectiveness.**

**Employee Satisfaction and Effectiveness performance measure:**

Percent of employees satisfied with working at the Department of Transportation in FY 2001.

**Strategies and Initiatives to Achieve 2001 Goals:** During FY 2001, we will continue to focus on ~~workforce planning Department wide implementing the DOT Diversity Management Order managing diversity~~ and supporting employees in getting the necessary learning and development they need to enhance individual and organizational performance. Key 2001 milestones:

- ~~Increase the number and competencies of the USCG military and civilian workforce to a level that ensures critical mission readiness.~~
- Evaluate effectiveness of actions taken to correct the barriers that keep all employees from reaching their full potential.
- ~~Sponsor a Departmental Diversity Summit that will provide a central learning environment for the sharing of knowledge and critical skills necessary to create and maintain a managing diversity environment.~~
- Continue the implementation and expansion of the Department's Disability Resource Center (DRC) to ensure that DOT's employees with disabilities can participate fully and contribute to all aspects of the Department's work, programs, and services.
- Invest two percent of payroll for training overall throughout the Department with a set-aside of .03 percent of payroll for Management Development.
- Evaluate the effectiveness of linking the Learning and Development Framework with the workforce planning initiative.
- Identify developmental partnerships among DOT organizations for using technology to enhance employee learning opportunities.
- Implement the Federal Worker 2000 Presidential Initiative to improve management of occupational safety and health and workers' compensation programs through FY 2004. In FY 2001, achieve the following reductions below the Department of Labor baseline: (1) reduce our overall injury rate by 3 percent, (2) reduce injuries at our facilities with the highest injury rates by 10 percent; (3) improve timeliness of reporting injuries to DOL by 5 percent; and (4) reduce the number of days our injured employees spend away from work by 2 percent.



**Outcome Goal: Improve organizational performance and productivity.**

**Organizational Performance and Productivity performance measure**

Percent of goals met or trending in the right direction.

**Strategies and Initiatives to Achieve 2001 Goals:**

During FY 2001, we will improve our performance and productivity by (1) continuing to implement our ONE DOT strategy, (2) defining requirements for human capital, (3) setting the standard for e-government, (4) improving our services and processes through innovation, new

technology and proven management techniques, and (5) accelerating the use of new transportation technologies.

~~During FY 2001, we will continue to implement our ONE DOT strategy by improving our ability to work better together and to plan for the future.~~ The Office of the Assistant Secretary for Administration will lead the implementation of our working better together initiative. Key 2001 milestones:

- Promote ONE DOT careers through mobility among middle management staff.
- Increase the number of inter-modal staff assignments by 5% over the total number for 2000.
- Conduct four Departmental leadership conferences to focus on the accomplishment of the strategic goals and further the ONE DOT concept. In addition, continue Partnering for Excellence training for teams.

DOT will continue to improve its organizational performance by sharing best practices and implementing Department-wide workforce planning.

- Through Team Excel and the ONE DOT Benchmarking Council, share best practices and measure organizational excellence utilizing Baldrige-based internal assessments. Pilot the use of the Baldrige assessment in 14 organizational units and conduct 22 training sessions in measuring organizational excellence.
- Complete workforce planning for key occupations and develop a Departmental workforce planning report.
- Implement a continuing workforce planning process for the entire workforce.

DOT will continue its long range planning initiative led by the Office of the Assistant Secretary for Transportation Policy. The initiative will focus on improving strategic thinking and improving communication of strategic goals. Key 2001 milestones:

- Communicate the goals and strategies in the 2000-2005 Strategic Plan.
- Update the 2000 – 2005 Strategic Plan as required by the new administration.

The Department's Research and Technology Coordinating Council in conjunction with the Operating Administrations and Secretarial Offices have the responsibility for improving R&D management within the Department. Key 2001 milestones:

- Update the *DOT Transportation R&D Plan* to ensure the Department's R&D activities: support the DOT strategic goals, foster innovation by encouraging world-class enabling research and workforce development, and address the provisions of TEA-21 and FAA authorization.
- Provide decision makers with complete, accurate and timely information on the Department's R&D activities by deploying an initial operating capability in FHWA for the DOT R&T tracking system.
- ~~Conduct an annual National Research Council peer review of the Department's R&D program to ensure a balanced portfolio that addresses the critical long-term needs of the Department and the nation.~~

- Ensure that in-house R&D organizations have world-class transportation R&D capability by assessing R&D organization performance relative to the FY 2000 baseline, using Malcolm Baldrige Quality Award Criteria, ISO 9000, or the Software Engineering Institute's Capability Maturity Model certification.

The Department will also (1) ~~ensure that in-house R&D organizations have world class~~ continue to implement a Government-wide transportation R&D capability strategic planning process; (2) develop and extend public-private partnerships to enable greater information diffusion, quicker product development, and faster rates of learning; (3) advance ~~the~~ some key areas of enabling research identified in the NSTC *National Transportation Strategic Research Plan*, February 2000; and (4) build on the work of the Department's University Transportation Centers and other education and training activities to implement a departmental University Research and Education Program. ~~and (5) identify solutions for our maritime transportation challenges through the new cooperative Marine Transportation Research Program.~~ Key 2001 milestones:

- ~~Assess R&D organization performance relative to the FY 2000 baseline, using Malcolm Baldrige Quality Award Criteria, ISO 9000, or the Software Engineering Institute's Capability Maturity Model certification. Conduct an annual National Research Council peer review of DOT and Federal transportation R&D programs to ensure a balanced portfolio that addresses the critical long-term needs of the Department and the nation. This year's review will focus on the status of Federal transportation-related education activities as outlined in the *National Transportation Science and Technology Strategy*.~~
- ~~Develop an action plan as part of the annual NSTC report *Public/Private Partnerships: Implications for Innovation in Transportation* building on the NSTC reports on public-private partnerships that identifies ways to eliminate regulatory and legal barriers to innovation and "best practices" to accelerate the innovation process. Focus will be on the implementation of the *Partnership for the Advancement of Infrastructure and Its Renewal—Transportation* that is identifying ways to bring innovation to the transportation construction industry.~~
- Leverage and focus ongoing long-term research activities in the Department and across the Federal government by bringing together the research and transportation communities to identify areas for collaboration. The Department has identified ~~four~~ several top priorities for enabling research, which are cross-cutting and require long-term efforts: Human Performance and Behavior, Advanced Materials/Nanotechnology, ~~Energy Conversion and Storage~~, and Computer, Information, and Communication Systems.
- Implement the *DOT University Research and Education Plan*, ~~February 2000~~.
- Serve as a resource for the Garrett A. Morgan Technology and Transportation Future Program.

The DOT Chief Information Officer (CIO) will lead intermodal efforts to ensure the continued security of our transportation information systems to make IT systems less vulnerable to attack and other service disruptions, including those caused by natural disasters. The milestones for the security initiative are included in the Computer Security Management Challenge box.

The DOT CIO will work collaboratively with other Departmental organizations to execute the delivery component of the action plan to improve DOT's customer communications and to effectively manage its substantial IT infrastructure and investment portfolio. The DOT IT

community will also continue to engage in activities focused on productivity enhancement. Key 2001 milestones:

- Adopt a ONE DOT secure electronic messaging system and a standard office automation software suite Department wide to facilitate communications and enhance productivity. as well as deployment of new web-enabled applications and WebPages.
- Expand and improve the electronic delivery of DOT services and information to the public and staff through deployment of new web-enabled applications and WebPages.
- Review of all DOT's critical, cross-cutting, and/or high-dollar value IT investments through an established Departmental IT Investment Process and recommend program continuation, modification, or termination to the Secretary. Ensure that DOT organizations make sound IT business investments supportive of strategic goals and electronic government, and that DOT organizations effectively manage and control their IT capital investment portfolios through a structured and integrated capital programming process. Review IT capital investments that are common to multiple DOT organizations to achieve operational and economic efficiencies, and advise the Secretary regarding the appropriate acquisition and use of such IT capital assets.
- Ensure that DOT has an enterprise IT architecture that describes the IT infrastructure necessary to support DOT's mission and strategic goals.
- Take actions that contribute to achieving a 5% reduction in Information Collection burden hours from FY 2000.

The Office of Financial Management will lead the initiative to improve DOT financial management by building and improving our systems and practices to support unqualified audit opinions and provide reliable and timely financial information for decision makers. (Existing language regarding FAA Financial Management is undisturbed.)

The Office of Budget and Program Performance will lead the initiative to link budgeting more directly with performance planning.

- Work with the Bureau of Transportation Statistics to upgrade data for the annual performance report with emphasis on timeliness and data documentation.

The Office of the General Counsel will work with the operating administrations ~~and the public and Secretarial Offices~~ to improve the Department's rulemaking process with the objective of developing rules, in a timely manner that advance our goals without needless impact on business. Key 2001 milestones:

- ~~Present~~ Provide a Department-wide training course and other on rulemaking guidance and best practices to ensure compliance with new and existing regulatory requirements, including economic analysis and plain language.
- Develop a training program on the rulemaking process for incoming senior management officials in the Operating Administrations and Secretarial Offices.
- Implement a new, structured process for reviewing existing regulations to identify what can be done to minimize the regulatory burden.

- Create and manage a Department-wide rulemaking tracking and monitoring system to identify problems occurring both Department wide and at the Operating Administration level, and work with the involved offices to implement corrective action.

The Office of the Senior Procurement Executive (OSPE) will lead in implementing the initiative to improve DOT acquisition by creating and promoting business processes that provide best value products and services that advance DOT's strategic goals; implementing a coordinated and comprehensive electronic commerce program; and strengthening DOT's acquisition work force. Key 2001 milestones:

- Enhance the capability of the Electronic Posting System (EPS) to allow for the electronic receipt of proposals.
- ~~Increase customer satisfaction with the DOT acquisition system by 5% over the FY 2000 satisfaction level and achieve a procurement employee satisfaction rating of 80%.~~ Achieve a customer satisfaction rating with the DOT acquisition system of 85% and a rating of 80% for procurement employee satisfaction with the work environment and DOT's procurement leadership.
- Achieve 85% of the goals established in FY 2001 under DOT's Procurement Performance Management System for both evaluating the effectiveness of DOT's internal procurement business processes and carrying DOT's fiduciary responsibilities in its procurement programs.
- Increase the percentage of the procurement workforce meeting statutorily based educational requirements to 50% and training requirements to 50%.

During FY 2001, the Department will improve institutional and personal accountability systems to ensure that large transportation infrastructure projects are adequately managed and periodically reviewed by a high-level Departmental entity. The Department will implement an enhanced ONE DOT oversight process for such federally funded transportation projects by doing the following:

- Incorporate oversight goals for large-scale infrastructure projects into the DOT Strategic and Performance Plans.
- Establish a DOT Executive Council comprised of senior agency officials to oversee DOT operating administrations' monitoring of large scale project and build upon already established reporting requirements.
- Request the Inspector General to conduct an evaluation of the ONE DOT oversight program within one year of its implementation.
- Have operating administrations designate a Project Oversight Manager for each large-scale project, accountable to senior operating administration officials and the DOT Executive Council, and possessing professional credentials and extensive experience in overseeing large projects.
- Require recipients to submit a comprehensive Project Management Plan for all large-scale projects and impose additional oversight requirements for projects deemed "at risk".

During FY 2001, the Office of the Assistant Secretary for Administration will lead the Department in broadening the scope of the managerial and operational flexibility initiative to further maximize flexibility and operational efficiency throughout DOT. Key 2001 milestones:

- Develop an educational campaign, which includes publicizing and promoting successes via electronic communication, convening roundtables to share best practices from successful innovators and innovative teams, and other strategies to encourage employees to initiate and adopt innovations.
- Develop employee incentives that reward innovative initiatives.
- Evaluate the success of the waiver process and the reinvention labs and determine needed action.

The Office of the Assistant Secretary for Administration in conjunction with the Operating Administrations will ensure that all DOT facilities meet the highest Federal capital assets management “standards” in terms of accessibility, energy conservation, security systems, technology and maintenance. Key 2001 milestones:

- In accordance with E.O. 13123 “Greening the Government through Efficient Energy Management,” use 24.5% less energy per square foot compared to our use of 140,599 BTUs per gross square foot in FY 1985.
- In accordance with E.O. 13101, “Greening the Government through Waste Prevention, Recycling and Affirmative Procurement,” designate a recycling coordinator for each facility who will be responsible for implementing and operating waste prevention and recycling programs.
- Increase the number of completed transition plans for removing physical barriers to access DOT conducted programs and activities. At the end of FY 1999, there were 417 plans, and 137, or 33%, were completed.
- Begin implementation of the plan developed in FY 2000 to protect DOT’s critical physical assets that meet the requirements of the President’s Policy on Critical Infrastructure Protection (PDD-63).